Fluor-B&W Portsmouth
Prime Contractor
U.S. Department of Energy PORTS D&D Project
Community Commitment Plan
Revision 4, March 2015
Commitment Summary

Fluor-B&W Portsmouth (FBP) recognizes the economic challenges facing local communities, particularly those that depend on a primary employer in the regional economy. We are committed to being an active corporate leader to the communities that have supported nuclear and environmental remediation missions at the U.S. Department of Energy Portsmouth site for more than 50 years.

For the past six years, FBP has talked with regional leaders, assessed area assets, and reviewed existing studies and initiatives for the site. We designed and continue to use our Community Commitment Plan to contribute to the economic stabilization and growth of the four-county region of influence (Ross, Pike, Scioto and Jackson counties) that is most impacted by site operations (Figure 1).

The Community Commitment Plan is organized as follows:

- Commitment Summary
- Mission and Approach
- Section I. Educational Outreach
- Section II. Regional Purchasing
- Section III. Community Support
- Section IV. Economic Development
- Attachments

We continue to align our Plan with our Decontamination and Decommissioning (D&D) strategy for Portsmouth, state of Ohio and national energy and economic development strategies, regional economic development initiatives, plans for reuse of the DOE site and the local Community Reuse Organization (CRO).

Commitment Summary

FBP will continue to invest a percentage of its fee in the four-county region. We will use these funds to establish a Community Commitment Fund. Through this fund, the Steering Group (SG) will annually develop targets for economic development, charitable giving and education initiatives that provide the greatest impact to the region. The contribution sources are described in Attachment A.

Portsmouth Regional Economic Impact

Figure 1: Our Community Commitment Plan targets the four-county region most impacted by site operations.
Commitment Summary

FBP will contribute to the sustainability of the four-county region through the following four commitment categories:

I. Educational Outreach
   - Initiative I-A: Partnerships
     Partner with academic institutions, schools and Ohio education networks
   - Initiative I-B: Scholarships
     Target yearly scholarships for area high school seniors
   - Initiative I-C: Workforce Development
     Offer skills development opportunities to support Portsmouth operations

II. Regional Purchasing
   - Initiative II-A: Local Spending
     Promote project spending with local businesses as allowable under the Federal Acquisition Regulations (FAR)
   - Initiative II-B: Small Business Opportunities
     Partner with small businesses (SB) that have a local presence and attract and grow additional SB in the four-county region

III. Community Support
   - Initiative III-A: In-Kind Services
     Provide individuals to support community initiatives and activities
   - Initiative III-B: Charitable Giving
     Channel corporate giving to service agencies that target community needs
   - Initiative III-C: Volunteerism
     Form a Community Involvement Team to champion charitable projects

IV. Economic Development
   - Initiative IV-A: Regional Planning Process
     Initiate a comprehensive planning process to include a regional profile, regional economic development strategic plan and implementation of the strategic plan
   - Initiative IV-B: DOE Site Reuse
     Assist community leaders to turn their long-term visions into realities
   - Initiative IV-C: Manufacturing Base
     Stimulate expansion of manufacturing capacity and metals recycling
   - Initiative IV-D: Infrastructure
     Improve and sustain regional Economic Development infrastructure

The impact of our member companies – Fluor and B&W – will be visible and appreciable. We know our business thrives when the communities in which we work and live likewise thrive.
Mission and Approach

One of our roles in executing the Portsmouth D&D mission is to be a strong corporate citizen by investing in the socio-economic health of the community. Through community partnerships, we will link today’s D&D project with tomorrow’s future use of the Portsmouth site to ensure the region’s economy is stronger than it was upon our arrival.

Like all DOE sites, the Portsmouth Gaseous Diffusion Plant has a unique set of socio-economic factors. The following factors shaped the development of our Community Commitment Plan:

- The DOE Portsmouth site is a primary employer in south central Ohio and has an uncertain future. More than 2,000 workers and local businesses rely on the site as a major economic provider.
- Portsmouth site has an engaged, informed community with a majority contingent that wants the site to be reindustrialized with a sustainable mission to create/secure jobs.
- Southern Ohio has a rich supply of qualified local businesses that provide, or may provide, a range of services and materials to the site.
- Portsmouth site is located within 75 miles of six public universities, 13 community colleges and several research institutes that provide a pool of academic, technical and research and development resources.
- The region has a manufacturing base and a skilled workforce that has both DOE and Nuclear Regulatory Commission regulatory experience.
- The region and site have significant transportation capabilities which can influence the location of businesses including access to major highways, rail and river transportation.

Community Partnerships

As the PORTS D&D Project contractor, we pledge to create partnerships with regional leaders to target our investment strategy and create a sustainable future for the four-county region.

For more than six years, FBP has been engaged in the community to build relationships. We have:

- Met with economic development and community leaders, local business owners, site contractors and Portsmouth union representatives to gather feedback on the economic trends affecting the region.
- Established a partnership with Pro2Serve, a small business with a local presence, and selected two other local small businesses – Wastren and InSolves – as our mentor-protégés.
- Attended and supported all DOE Site Specific Advisory Board meetings to listen and provide updates on project milestones and cleanup issues.
- Attended Chamber of Commerce events to integrate ourselves and the site with business and community leaders.
- Donated money and resources to support charitable events.

Increased funding to accelerate site cleanup will result in the availability of land for re-development. This will offset the near-term loss of jobs, but it will also accelerate the need to create new jobs for displaced workers. Therefore, the future is now.
Mission and Approach

Fluor-B&W Portsmouth will partner with economic development leaders to invest corporate resources to support high-impact projects that benefit the region. We will create a Steering Group to work with stakeholders to research, plan, develop and facilitate opportunities under the shared vision of economic revitalization and sustainable job creation.

During the first year of our contract in 2011, FBP signed Memorandums of Understanding (MOUs) (Attachment B) with the county commissioners of the four-county region to work together to target economic development opportunities that contribute to the strength and vitality of the regional economy. These memorandums are in addition to the three MOUs (Attachment C) signed prior to the awarding of the D&D contract to FBP.

We will work with these commissioners and other regional developers through a dedicated Steering Group to capitalize on their capabilities, knowledge, and plans. The Steering Group will direct implementation of our Plan and oversee administration of the Community Commitment Fund.

The Steering Group will:

- Collaborate with regional decision-makers to develop strategic partnerships for promoting economic development
- Leverage resources and funding for maximum benefit to the community
- Engage stakeholders in aligning community needs with funding
- Prioritize opportunities that offer the highest probability of success.

We selected key leaders to serve on the Steering Group board (Figure 2); they bring vision, knowledge of corporate resources or regional socio-economic issues and experience working with Ohio communities. In addition to our core members, the Steering Group will include ad hoc members to provide insight and guidance on regional, state and federal initiatives.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Background / Credentials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fred Hughes</td>
<td>Chairman</td>
<td>Fred is the Deputy Site Project Director for Fluor-B&amp;W Portsmouth. He provides vision, leadership and industry depth from his 35+ years of management and leadership experience.</td>
</tr>
<tr>
<td>Jim Morgan</td>
<td>Vice-Chairman</td>
<td>Jim works for InSolves, our mentor-protégé small business. He is liaison to regional economic development agencies and serves as the facilitator for the Steering Group.</td>
</tr>
<tr>
<td>Tim Poe</td>
<td>Member</td>
<td>Tim is Director, Nuclear Operations, for Fluor-B&amp;W Portsmouth. He provides insight and guidance as the corporate representative of B&amp;W Corporation.</td>
</tr>
<tr>
<td>Dan Minter</td>
<td>Member</td>
<td>Dan is a Project Manager for B&amp;W Conversion Services. He is vice-chairman of the Southern Ohio Diversification Initiative (SODI) and member of the Site Specific Advisory Board. He serves as liaison to both groups for the Steering Group.</td>
</tr>
</tbody>
</table>

Figure 2: Steering Group members will bring vision, knowledge and resources to the four-county region.
Mission and Approach

Fluor-B&W Portsmouth is an Ohio-based company, composed of industry leaders with long traditions of supporting and enriching the communities in which they work and live.

The Steering Group will have the authority to allocate Community Commitment Fund (CCF) monies through established organizations. The Steering Group will have full access to the site’s Public Affairs staff, resources and tools (e.g., fact sheets, newsletters, website) to communicate news and plans to its constituency within the four-county region.

FBP activated the Steering Group in February 2011 to oversee the implementation of the Plan. The Steering Group will review and approve activities associated with the implementation of the regional planning process described in Section IV. Economic Development.

Educational outreach opportunities have increased significantly among schools in the four-county area, due in large part to interest initiated by the Department of Energy’s annual Science Alliance and Science Bowl. As the coordinators of these events, FBP has been welcomed into high schools throughout southern Ohio to discuss not only the events themselves but also the site’s history and operations, the relevance of science, technology, engineering, and mathematics (STEM) to the site today, and the potential for those careers to be part of the site’s future. Pictured above are the students and educators comprising 32 teams and representing 18 school districts that competed in the Third Annual South Central Ohio Regional Science Bowl in March 2015 at Shawnee State University.
Section I. Educational Outreach

Fluor-B&W Portsmouth has selected four key initiatives to support neighboring schools, promote workforce development and create opportunities for higher education:

Initiative I-A: Partnerships
Initiative I-B: Scholarships
Initiative I-C: Workforce Development
Initiative I-D: Public Understanding

Initiative I-A: Partnerships

We will be receptive to input regarding the identification of area educational needs and will collaborate with local schools in the four-county region, academic institutions and Ohio education networks to identify and prioritize critical areas of need that we should target.

For local K-12 schools, we will support programs like:

- Sponsor teacher training programs to enhance curriculum
- Provide educational tools and technologies, computers, software, lab equipment, backpacks and school supplies
- Host field trips and conduct classroom demonstrations
- Mentor students and participate in career awareness programs like the Science Alliance to encourage interest in science and engineering.

Fluor-B&W Portsmouth has become an active partner in education with high schools, colleges and universities throughout southern Ohio. Students representing Chillicothe High School (Ross County) stand with their first-place trophy after winning the Third Annual South Central Ohio Regional Science Bowl sponsored by DOE and coordinated in part by Fluor-B&W employees.

We will continue to strengthen an Internship Program targeting engineering and technical fields. FBP will also work with Ohio education networks to leverage our collective resources. Potential programs include:

- Science, Technology, Engineering, and Math (STEM): Support local secondary higher education programs to support the Ohio STEM Learning Network in Southeast Ohio Economic Development Region 7 through sponsorships, access to technology, volunteers and other resources.
- Workforce Connection Centers: Support Pike and Scioto County Workforce Connection Centers through volunteers and subject-matter assistance.
Section I. Educational Outreach

Initiative I-B: Scholarships

FBP will fund scholarship programs for local high school students. We will plan to award 12 scholarships per year, worth approximately $240,000 over the life of the D&D contract.

Initiative I-C: Workforce Development

As funding availability permits and project needs allow, we will support workforce development programs to supply skills needed for Portsmouth through the following activities:

- Target training through certification and advance degree programs at local colleges and universities. This may include a skills-specific environmental certification program or Bachelor’s and Master’s degree curriculum in engineering science.
- Continue to foster a good working relationship with United Steel Workers to support the D&D project.
- Offer Job Fairs in the region to create a pipeline of craft candidates.
- Partner with the organization to explore new opportunities for developing technical, conduct of operations and regulatory compliance training modules specifically tailored to meet D&D project needs.

Public meetings provide interested stakeholders an opportunity to stay updated on the activities going on at the site.

Initiative I-D: Public Understanding

To enhance public understanding of the D&D project’s decision-making process, we will provide an active Public Outreach Plan to engage the four-county region.

We will support programs like:

- An Envoy Program modeled after Fernald’s program. Envoys provide a trusted source of information to the key stakeholder groups.
- Public status meetings to update stakeholders on the D&D project.
- Public Tour program.
- Speakers Bureau.

At left: Instrumentation is a vital part of site operations. Proper training in the use and maintenance of such equipment is very important in the process of workforce development.
Section II. Regional Purchasing

Most jobs today are created by new and expanding businesses. We believe that D&D of the Gaseous Diffusion Plant (GDP) can be a catalyst for economic development through local businesses. To that end, we will establish a Purchasing Program with a solicitation preference toward regional businesses while complying with our DOE-approved purchasing system.

Over the past five years, FBP has engaged with local businesses and established a Regional Purchasing Program. As part of this planning effort, we:

- Met with local businesses to discuss their concerns and ideas for regional development
- Created good working relationships with key businesses through our previous subcontract with the American Centrifuge Project
- Selected a small business (SB) with a local presence (Pro2Serve) to serve on our Fluor-B&W Portsmouth team
- Selected two local SBs, InSolves and Wastren, to be our mentor-protégés. We will work to develop their project management capabilities, expand their technical expertise and grow their businesses
- Met with community and economic development representatives in each of the four counties to identify ways we can assist them with their future plans for the region.

As a result of our discussions with business owners and economic development leaders, we selected two initiatives to ensure economic development in the region:

**Initiative II-A: Local Spending**

FBP will leverage site funding and maximize dollars in the community. Businesses within the four-county region will be eligible to bid on an estimated $30 million/year or over $150 million over the remaining life of the contract. We will:

- Subcontract up to 50 percent of the work scope with emphasis on local businesses to provide opportunities for growth and incentives for new businesses to locate in the community
- Target up to 80 percent of procurements for supplies and materials from local suppliers
- Structure procurements for manufactured goods to promote local business establishment and expansion. This will be accomplished through long-term commitments and requirements for a regional presence.

These goals will be accomplished through a concerted effort by FBP to develop and mentor local businesses and foster the creation and/or relocation of new businesses to the region.

**Initiative II-B: SB Opportunities**

By targeting local suppliers these businesses will grow, the infrastructure will begin to improve and new business will be attracted to the region.
Section II. Regional Purchasing

Initiative II-B: Small Business (SB) Opportunities

We will provide development assistance and opportunities for regional SBs through actions like:

- Identifying regional SBs for development and mentoring to provide specialized D&D services. This may include transite removal, structural demolition, transportation and heavy equipment supply.

- Conducting regional SB workshops to communicate opportunities and increase the vendor database.

- Developing subcontract work packages for SBs, small disadvantaged businesses and regional purchasing.

- Linking to parent company procurement forecasts and enrollment for non-Portsmouth procurement opportunities and purchasing programs.

- Providing significant opportunities on the Portsmouth project to our SB partner, Pro2Serve, and our two mentor-protégés, InSolves and Wastren, to support their corporate resumes and the capture of future work at other sites (e.g., Oak Ridge).

By focusing on business expansion of local SBs, FBP will serve the D&D mission and become an important building block to the future economic growth of the four-county region.
Section III. Community Support

FBP believes in being a good neighbor to communities in which our employees live and work. We will invest in a robust Community Relations Program to serve the four-county region surrounding the site.

FBP selected the following initiatives to help support the four-county region.

Initiative III-A: In-Kind Services
Initiative III-B: Charitable Giving
Initiative III-C: Volunteerism

Initiative III-A: In-Kind Services
FBP will provide a rich pool of science, engineering, technology and business talent from the workforce as well as from our corporate parents, Fluor and B&W, to benefit communities and schools. We will:

• Provide dedicated staff to work with SODI, the Community Reuse Organization, and community leaders
• Provide subject matter experts to champion or support local community, education or civic projects
• Supply corporate leaders who bring specialized skills and services on an as-needed basis.

Initiative III-B: Charitable Giving
Through corporate giving programs, we will identify and evaluate opportunities to supplement FBP employee contributions toward established community organizations that address the needs of the region. These organizations include, but are not limited to, United Way of Scioto County, United Way of Ross County, Pike County Community Fund, United Fund of Jackson County and other social services agencies. We will also be cognizant of opportunities to bring corporate-sponsored events to the Portsmouth area such as B&W’s “Community Day of Giving.”

Our parent companies support events and organizations that fit the needs of communities, such as the ALS Challenge which seeks to find a cure for “Lou Gehrig’s Disease”, or by raising funds and awareness for local food pantries.

Initiative III-C: Volunteerism
FBP will support employees who invest their time and resources in community projects. We developed an Envoy Program to provide a personal channel for information and news to be communicated from site workers to community groups. Additionally, our project leaders will serve on local community and civic boards.
Section IV. Economic Development

Fluor-B&W will endeavor to support efforts and initiatives to stimulate economic development and revitalize reindustrialization through four proposed initiatives for the four-county region. These initiatives emerged as a result of our research and meetings with regional economic development leaders over the past four-plus years and our assessment of how to best leverage corporate capabilities to meet their vision.

FBP carefully selected and customized the following four economic stimulus initiatives as a result of discussions with leaders within the four-county region:

**Initiative IV-A: Regional Planning Process**

**Initiative IV-B: DOE Site Reuse**

**Initiative IV-C: Manufacturing Base**

**Initiative IV-D: Infrastructure**

Our goal is to support regional economic stabilization and growth especially for the long term. Eventually the area will see employment loss as completion of the PORTS D&D Project nears. While these initiatives appear to be the most viable today, we will continue to work with stakeholders to evaluate new ideas, adjust our commitments or select higher-impact opportunities that may emerge. We will provide semi-annual updates to DOE on the status of our Plan.

As previously mentioned, the Fluor-B&W SG will annually develop targets for use of the Community Commitment Fund to support economic development. This allocation will be used for approved grant requests, especially those that include matching funds to maximize our partnership with the community and align ourselves with community priorities. Another objective is to stimulate funding for economic development from a broader range of sources than previously available.

One of our key actions is the initiation and execution of a comprehensive planning process for the Portsmouth site and the four-county region.

**Initiative IV-A: Regional Planning Process**

Led by professional economic development consultants and supported by our Steering Group, FBP initiated the planning process immediately following award of the D&D contract.

As depicted in Figure 3 on the next page, the process comprises the following planning phases to identify and assess the region’s strengths, weaknesses, opportunities and threats; to coordinate planned and ongoing economic development projects; and to prioritize high-impacts initiatives:

1) Complete a Regional Profile
2) Develop a Regional Economic Development Strategic Plan
3) Implement the Regional Economic Development Strategic Plan
4) Initiate regional marketing activities.
1) Regional Profile (Siting Assessment)
Fluor Corporation has assisted companies in assessing and selecting site locations for industrial and commercial plant expansions for many years. FBP will utilize professional economic development consultants and former Fluor site selectors to support evaluation of alternative opportunities for the region. Typical siting assessments consist of a comprehensive review of previous evaluations and analysis of regional assets and current industry trends.

The assessment will evaluate development initiatives, identify potential development uses and recommend actions and strategies for greatest economic impact. It will also serve as a tool to augment current actions and evaluate options for the site.

2) Regional Economic Development Strategic Plan
Based on the results of the siting assessment, FBP utilized the consultants to develop a Regional Economic Development Strategic Plan for the four-county region.

The plan will combine regional capabilities, target business growth and worker/technology development and prioritize opportunities that offer the highest benefit and probability of success.

3) Implementation of the Strategic Plan
To implement the Regional Economic Development Strategic Plan, FBP will support the Joint Economic Development Initiative of Southern Ohio (JEDISO) in developing plans to highlight both their unique and combined capabilities and needs. We will review and provide oversight of the action plan(s) developed by the organizations shown in the Strategic Plan Integration box of Figure 3.

4) Initiate Regional Marketing Activities
The final planning phase will be to provide support for a consolidated marketing strategy. JEDISO will identify the resources to develop marketing material and techniques for initiation of these regional marketing activities.
Section IV. Economic Development

Initiative IV-B: DOE Site Reuse

FBP will work jointly with DOE, SODI, the Site Specific Advisory Board (SSAB), regulators, and stakeholders to support the determination of a final end state configuration that addresses sustainable economic use of the site.

FBP embraces the vision to create a meaningful future for an Energy Park concept at the site. Our parent companies are active in energy markets. Figure 4 highlights the areas in which the parent companies were engaged at the time of the development of this plan. We will continue to evaluate the expertise of the parent companies to determine opportunities for supporting the reuse of the Portsmouth site. In support of SODI’s responsibilities as the CRO, we will:

- Support the development of site reuse planning (in coordination with our Regional Economic Development Strategy), with specific goals, objectives and measures to provide a pathway to achieving the vision
- Support the work being performed under the DOE grant to the Ohio University Voinovich School to identify and evaluate energy, manufacturing and distribution/logistics opportunities at the Piketon site
- Evaluate opportunities to conduct pilot demonstrations at the DOE site
- Evaluate funding requests from the CRO and regional stakeholders in support of plan(s) developed for site reuse efforts and initiatives.

Additionally, we will support the evaluation of initiatives and opportunities as they are identified by various organizations and stakeholders.

<table>
<thead>
<tr>
<th>Clean Energy Markets</th>
<th>Energy Park Contribution Examples</th>
</tr>
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<tbody>
<tr>
<td>Clean Coal</td>
<td>• Fluor is engineering contractor for TX Tenaska Energy Center, a 600-MW coal-fired plant equipped with carbon capture technology</td>
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<tr>
<td></td>
<td>• Fluor is performing engineering for CO₂ capture at SaskPower Boundary Dam in Canada</td>
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<tr>
<td></td>
<td>• Fluor is partnering in the development of a retrofitted pilot plant using a carbon capture technology at coal-fired plant in Germany</td>
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<tr>
<td></td>
<td>• B&amp;W is #1 fossil fuel power contractor in US</td>
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<tr>
<td></td>
<td>• B&amp;W is developing Oxy-Coal Combustion technology in Barberton, OH</td>
</tr>
<tr>
<td></td>
<td>• B&amp;W manufactures power generation and boilers installed in 90 countries</td>
</tr>
<tr>
<td></td>
<td>• B&amp;W is leader in CO₂ capture/sequestration</td>
</tr>
<tr>
<td>Renewable</td>
<td>• Fluor managed EPC of 500-MW wind farm in UK - the world’s largest offshore wind farm</td>
</tr>
<tr>
<td></td>
<td>• Fluor is constructing bio-fuels plant in SC in partnership with Clemson University &amp; SRNL</td>
</tr>
<tr>
<td>Nuclear</td>
<td>• B&amp;W is developing a new small modular reactor (SMR) technology - mPower™</td>
</tr>
<tr>
<td></td>
<td>• B&amp;W is the largest manufacturer of nuclear components in the US</td>
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<tr>
<td></td>
<td>• B&amp;W is sole provider of nuclear fuel for Navy</td>
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<tr>
<td></td>
<td>• B&amp;W is #1 in handling and downblending HEU for the US government</td>
</tr>
<tr>
<td></td>
<td>• B&amp;W is developing advanced reactors, fuels, and nuclear waste solutions at INL</td>
</tr>
<tr>
<td>Oil and Gas</td>
<td>• Fluor has partnerships with Shell and Exxon</td>
</tr>
<tr>
<td></td>
<td>• B&amp;W is global leader in off-shore oil &amp; gas construction</td>
</tr>
<tr>
<td></td>
<td>• Fluor is developing a new small modular reactor technology - NuScale</td>
</tr>
<tr>
<td>Hydrogen</td>
<td>• Fluor leads hydrogen storage tech. at SRNL</td>
</tr>
</tbody>
</table>

Figure 4. Energy market participation by our parent companies.
Section IV. Economic Development

Initiative IV-C: Manufacturing Base

FBP will support the expansion of manufacturing capacity and metals recycling in the four-county region, especially with the products and equipment needed to complete the D&D project scope of work. We will do this through the following actions:

1) Market Research
2) Support to SODI recycling initiatives
3) Support site reuse initiatives

1) Market Research

The D&D project forecasts a ramp-up in the purchase of manufactured products and equipment, including waste containers, shipping equipment and specialized D&D machinery.

We may conduct a short-term market analysis of companies in the region that desire to expand their manufacturing capacity. The objective of the market research would be to seek companies that have plans to start or expand manufacturing capacity in the four-county region. Responses could include a summary of the type of manufacturing contemplated, the timetable for readiness of the facilities, the estimated costs associated with new facilities and/or equipment and a forecast of the number of jobs created.
Section IV. Economic Development

Edward Robbins, founder and Chief Executive Officer of Ohio Valley Veneer, gives an overview of plans to renovate a sawmill located north of Waverly. The Fluor B&W Steering Group provided $44,000 from the Opportunity Fund to support renovation of the mill which will produce high quality hardwood lumber used domestically and internationally.

Companies may be requested to provide the nature and amount of commitments that may be required in order for them to proceed (i.e., forecasts of purchased products or equipment, funding required from outside sources, other decision-support data needed to move forward). Due to the critical nature of manufactured products for mission performance and economic development, grant awards may be made during the first five years of the contract.

2) Support to SODI Recycling Initiative

As required in the D&D Contract, FBP will continue to support the initiative to integrate metals recycling within our D&D project. An example of a project assisted by SODI funds is shown in the photograph on this page.

Initiative IV-D: Infrastructure

This initiative has two components to improve and sustain the physical and economic development capacity of the region surrounding the Portsmouth site:

1) Opportunity Fund Grants
2) Commercial & Industrial Capacity

1) Opportunity Fund Grants

FBP seeks to align itself with the economic development priorities of the four-county region. We will continue to meet with the organizations shown in the Strategic Plan Integration box in Figure 3 to review their plan(s) for regional, site and county-specific needs and projects. As opportunities continue to develop and are prioritized, we will adapt our Plan’s funding and support.

With funds generated from D&D Project recycling, a grant was provided by the Southern Ohio Diversification Initiative (SODI) to help finance construction of a new terminal building at the James A. Rhodes Airport in Jackson County. The terminal will include a conference room, waiting area, lounge facilities and other amenities for business travelers.
FBP has established an Opportunity Fund to assist regional projects. The most common uses are:

- Gap funding for job-creating business attraction, expansion or job-retention projects
- Private-sector support to projects coordinated and proposed by multiple counties or county agencies
- Private-sector match funding required by public-private-partnership community development or improvement proposals to State or Federal agencies
- Funding for regional economic development marketing plans by county or local economic development organizations
- Site redevelopment initiatives

When deemed appropriate by regional partners, Opportunity Funds may be extended to State of Ohio and other initiatives that may benefit the region.

2) Commercial & Industrial Capacity

To meet the demands of a major D&D project, additional industrial and commercial space may be required to house site workers and support subcontractor activities associated with site work. As project needs dictate, Fluor-B&W will evaluate existing industrial parks and buildings in the four-county region for utilization by the PORTS D&D Project. Figure 5 shows four regional parks that were created with 3161 funding managed by the SODI: Ohio River in Scioto County, Gateway in Ross County, Sarah James in Jackson County, and Zahns Corner in Pike County.

Figure 5. Fluor-B&W Portsmouth will strive to further develop existing industrial parks in the four-county region.
Attachment A: Funding Sources

Fluor-B&W Portsmouth will use a variety of funding sources to implement our Community Commitment Plan, including: Corporate charitable donations, employee contributions, volunteer and in-kind services, corporate reach back and state of Ohio-sponsored economic development initiatives.

Our plan is to leverage all available resources and invest in the area through the following sources:

**Fluor-B&W Community Commitment Fund**
Commit a percentage of fee per year to establish a Community Commitment Fund for community support, education outreach and economic development initiatives.

**Fluor Foundation**
- Supplement employees’ contributions to local service agencies. These include: United Way of Ross County, United Way of Scioto County, Pike County Community Fund and the United Fund of Jackson County
- Grant funding to supplement the Community Commitment Fund
- Corporate funding for local scholarships.

**B&W Corporate Contributions**
- Supplement employee contributions to local agencies, including United Way
- Community “Day of Giving”
- Corporate funding for local scholarships.

**Employee Contributions**
Employees are strongly encouraged to engage in charitable giving to local organizations.

**Employee Volunteerism**
Employees are encouraged to donate their time and talents to local charitable activities. Employee activities will be conducted in compliance with Fluor-B&W Portsmouth policies and procedures.

**In-Kind Services**
Provide technical and business support staffing resources to assist with community support, economic development and education outreach projects.

**Grants, Gifts, and Proposals**
Provide in-kind support to local economic development councils and non-profit groups to complete applications and proposals for grants and endowments.

**Other Potential Sources**
Work with the DOE-designated CRO (SODI) to establish the infrastructure necessary to recycle, disposition and/or reuse excess property and material from the site as a revenue source.
May 19, 2011

Portsmouth Gaseous Diffusion Plant
Decontamination and Decommissioning Project
Memorandum of Understanding
Pike County and Fluor-B&W Portsmouth LLC

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning U.S. Department of Energy (DOE) Project is complete. Fluor-B&W Portsmouth will invest corporate resources to help regional economic development agencies, such as the Pike County Economic Development office. Assistance will include identifying and developing assets and regional economic opportunities associated with the DOE Portsmouth Site and the surrounding four counties of Pike, Scioto, Ross and Jackson.

Fluor-B&W Portsmouth recognizes the leadership, vision, and positive impact the company can have on regional economic development. To that end, Pike County and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives for Pike County.

Through the signatures of the parties listed below, Pike County and Fluor-B&W Portsmouth jointly agree to work together to target economic development opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

Ted West
Pike County Commission, President

Woodrow B. "Jamie" Jamieson
Fluor-B&W Portsmouth LLC, Program Manager

Pete Wilkes
Pike County Economic Development Office
Fluor-B&W Portsmouth LLC
PO Box 546
Piketon, Ohio 45661
1.866.706.6992 Tel
740.269.1578 Fax

May 19, 2011

Portsmouth Gaseous Diffusion Plant
Decontamination and Decommissioning Project
Memorandum of Understanding
Scioto County and Fluor-B&W Portsmouth LLC

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning U.S. Department of Energy (DOE) Project is complete. Fluor-B&W Portsmouth will invest corporate resources to help regional economic development agencies, such as the Scioto County Economic Development office. Assistance will include identifying and developing assets and regional economic opportunities associated with the DOE Portsmouth Site and the surrounding four counties of Pike, Scioto, Ross and Jackson.

Fluor-B&W Portsmouth recognizes the leadership, vision, and positive impact the company can have on regional economic development. To that end, Scioto County and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives for Scioto County.

Through the signatures of the parties listed below, Scioto County and Fluor-B&W Portsmouth jointly agree to work together to target economic development opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

Mike Crabtree
Scioto County Commission, President

Woodrow B. "Jamie" Jameyson
Fluor-B&W Portsmouth LLC, Program Manager

Stephen Wells
Scioto County Economic Development Office
Attachment B: Memorandums of Understanding

May 17, 2011

Portsmouth Gaseous Diffusion Plant
Decontamination and Decommissioning Project
Memorandum of Understanding
Jackson County and Fluor-B&W Portsmouth LLC

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning U.S. Department of Energy (DOE) Project is complete. Fluor-B&W Portsmouth will invest corporate resources to help regional economic development agencies, such as the Jackson County Economic Development Board. Assistance will include identifying and developing assets and regional economic opportunities associated with the DOE Portsmouth Site and the surrounding four counties of Pike, Scioto, Ross and Jackson.

Fluor-B&W Portsmouth recognizes the leadership, vision, and positive impact the company can have on regional economic development. To that end, Jackson County and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives for Jackson County.

Through the signatures of the parties listed below, Jackson County and Fluor-B&W Portsmouth jointly agree to work together to target economic development opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

James P. Rioplenoff
Jackson County Commissioner, President

Woodrow B. "Jamie" Jamieson
Fluor-B&W Portsmouth LLC Program Manager

Jennifer Jacob
Jackson County Economic Development Board
May 20, 2011

Portsmouth Gaseous Diffusion Plant
Decontamination and Decommissioning Project
Memorandum of Understanding
Ross County and Fluor-B&W Portsmouth LLC

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning U.S. Department of Energy (DOE) Project is complete. Fluor-B&W Portsmouth will invest corporate resources to help regional economic development agencies, such as the Economic Development Alliance of Southern Ohio. Assistance will include identifying and developing assets and regional economic opportunities associated with the DOE Portsmouth Site and the surrounding four counties of Pike, Scioto, Ross and Jackson.

Fluor-B&W Portsmouth recognizes the leadership, vision, and positive impact the company can have on regional economic development. To that end, Ross County and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives for Ross County.

Through the signatures of the parties listed below, Ross County and Fluor-B&W Portsmouth jointly agree to work together to target economic development opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

[Signatures]

James M. Caldwell
Ross County, Commissioner, President

Woodrow B. “Jamie” Jamieson
Fluor-B&W Portsmouth LLC, Program Manager

Christopher M. Manegold
Economic Development Alliance of Southern Ohio
Attachment C: Memorandums of Understanding, Pre-award

PORTSMOUTH GASEOUS DIFFUSION PLANT
Decontamination and Decommissioning Project
Memorandum of Understanding
Southern Ohio Diversification Initiative and Fluor-B&W Portsmouth LLC
November 5, 2009

The Southern Ohio Diversification Initiative (SODI) and Fluor-B&W Portsmouth LLC agree that a consistent, responsive, positive relationship between the surrounding community and US DOE contractors is mutually beneficial, and a strong, vibrant economy is vital to the successful completion of the Decontamination and Decommissioning (D&D) project at the US DOE Portsmouth Site. To that end, the SODI and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives that the SODI has established for the region.

SODI is the designated Community Reuse Organization for the US DOE Portsmouth Site and has served Pike, Scioto, Ross and Jackson Counties for the last 12 years with a clear economic development mission that includes developing the underutilized land and facilities at the US DOE Portsmouth Site. SODI is exploring both nuclear and non-nuclear reuse opportunities for the Portsmouth Site and strongly supports the US DOE’s Energy Park Initiative and the State of Ohio’s Advanced Energy and Environmental Technology Hub. SODI operates under the direction of a 15-member board of trustees representing the impacted four-county area. SODI will recognize Fluor-B&W Portsmouth as a leader in the project management, engineering, and construction industries and facilitate positive community relations throughout the duration of the contract period.

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the Southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant D&D Project is complete. Fluor-B&W Portsmouth will invest corporate resources into workforce and business development activities to help regional economic development agencies, such as the SODI. Assistance will include identifying and developing opportunities associated with the DOE Portsmouth site that will promote revitalization of the regional economy.

Through the signatures of the parties below, SODI and Fluor-B&W Portsmouth jointly agree to create a partnership that will exemplify worker safety, demonstrate operational efficiency, demand performance excellence, catalyze economic development opportunities, and contribute to the strength and vitality of the regional economy for the benefit of the area residents.

Jennifer Chandler, Executive Director
Southern Ohio Diversification Initiative

Jamie Jamerson, Program Manager
Fluor-B&W Portsmouth LLC
Fluor-B&W Portsmouth Community Commitment Plan

Attachments

Attachment C: Memorandums of Understanding, Pre-award

PORTSMOUTH GASEOUS DIFFUSION PLANT
Decontamination and Decommissioning Project

Memorandum of Understanding
Southern Ohio Port Authority and
Fluor-B&W Portsmouth LLC

November 5, 2009

Fluor-B&W Portsmouth LLC is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning (D&D) Project is complete. Fluor-B&W Portsmouth will invest corporate resources into workforce and business development activities to help regional economic development agencies, such as the Southern Ohio Port Authority (SOPA). Assistance will include identifying and developing opportunities associated with the DOE Portsmouth site that will promote revitalization of the regional economy.

The primary purpose of the SOPA is to promote county-wide economic development and infrastructure and transportation improvement in order to attract new industry and retain existing jobs within the region. Having developed the Ohio River Industrial Park, the SOPA continues to pursue additional economic development opportunities. The Ohio River Industrial Park features an Ohio River dock permitted by the Army Corps of Engineers, Norfolk and Southern rail access, and access to major highways linking the area to Ohio centers of commerce such as Columbus, Cincinnati and Dayton, as well as Ashland, Kentucky and Huntington, West Virginia. Leading industries in Scioto County included manufacturing, utilities, service and technology. The SOPA is a nine-member volunteer board appointed by the County Commissioners. The SOPA recognizes Fluor-B&W Portsmouth as a leader in the project management, engineering, and construction industries and will facilitate positive community relations throughout the region and the state.

The SOPA and Fluor-B&W Portsmouth recognize the importance of economic development of the southern Ohio region surrounding the DOE Portsmouth site. We also recognize the leadership, vision, and positive impact the Portsmouth D&D Project contractor can have on this effort. To that end, the SOPA and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives that the SOPA has established for Scioto County.

Through the signatures of the parties listed below, the SOPA and Fluor-B&W Portsmouth jointly agree to work together to target economic development and community service opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

[Signatures]

Bob Walton
Southern Ohio Port Authority

Jamie Jameson, Program Manager
Fluor-B&W Portsmouth LLC
Fluor-B&W Portsmouth is committed to supporting the economic growth of the southern Ohio region and area residents. The members of the LLC bring a long history of working in Ohio to enrich communities by helping clients complete complex environmental remediation, nuclear operations, and manufacturing projects. Fluor-B&W Portsmouth will be a responsible corporate citizen and will strive to leave a positive legacy for the regional community when the Portsmouth Gaseous Diffusion Plant Decontamination and Decommissioning (D&D) Project is complete. Fluor-B&W Portsmouth will invest corporate resources into workforce and business development activities to help regional economic development agencies, such as the Community Improvement Corporation (CIC). Assistance will include identifying and developing opportunities associated with the DOE Portsmouth site that will promote revitalization of the regional economy.

The primary goal of the CIC is to attract new industry and implement and support initiatives that will retain existing jobs within the region. Having developed the Gateway Interchange Industrial Park, the CIC continues to pursue additional economic development opportunities. Ross County and the Gateway Interchange Industrial Park are at the center of a diverse mix of commerce and industry catalyzed by Ross County’s commitment to development. Ross County’s location provides easy access to Ohio’s interstates and major cities. Area workforce development resources have created a labor pool well suited for work in manufacturing, warehousing and distribution, retail and telecommunications. The CIC has a 25-member volunteer board of directors and is funded primarily through business donations. The CIC recognizes Fluor-B&W Portsmouth as a leader in the project management, engineering, and construction industries and will facilitate positive community relations throughout the region and the state.

The CIC and Fluor-B&W Portsmouth recognize the importance of economic development of the southern Ohio region surrounding the DOE Portsmouth site. We also recognize the leadership, vision, and positive impact the Portsmouth D&D Project contractor can have on this effort. To that end, the CIC and Fluor-B&W Portsmouth are committed to working together to achieve the economic development goals and objectives that the CIC has established for Ross County.

Through the signatures of the parties listed below, the CIC and Fluor-B&W Portsmouth jointly agree to work together to target economic development and community service opportunities that contribute to the strength and vitality of the regional economy for the benefit of the area residents.

Steve Neal, President
Community Improvement Corporation

Jamie Jameson, Program Manager
Fluor-B&W Portsmouth LLC